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# Silver State Health Insurance Exchange

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## AGENDA ITEM

☐ For Possible Action  
☒ Information Only

**Date:** March 13, 2014  
**Item Number:** IV  
**Title:** Executive Director's Report

### PURPOSE

The purpose of this report is to provide information to the Board and public regarding the status of the Exchange's implementation of a state based health insurance exchange and other operational matters of the Exchange.

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### FEDERAL REGULATIONS

Since the last report, Health and Human Services (HHS) has finalized one regulation.

## **FINALIZED REGULATION**

- March 4, 2014

[CMS-9954-F: HHS Notice of Benefit and Payment Parameters for 2015](#)

- [2015 Actuarial Value Calculator \(XLSM – 1.39 MB\)](#)

On March 7, 2014, the Center for Consumer Information and Insurance Oversight (CCIIO) reposted the 2015 AV Calculator to correct a deductible limit issue and to align the maximum out of pocket costs input check between tiers. No other changes were made to the 2015 AV calculator and it should not impact AV calculations.

- [2015 Actuarial Value Calculator Methodology \(PDF - 171 KB\)](#)

## **INTERIM MANAGEMENT TEAM REPORT**

At the February 27, 2014 meeting, Scott Kipper, Mike Willden and Dave Gustafson pledged support to the Exchange by providing staff resources. Discussion included assigning staff to the various “towers” that Xerox has recently deployed to mitigate the various issues plaguing Nevada Health Link. The towers have been identified as follows:

Operations Towers: General Oversight: Steve Fisher

Member Services	Eligibility & Enrollment	Reconciliation & Billing	Finance & Cash Management	Broker/EEF Management	Regulatory Reporting & Compliance
TBD	Sandra Chamberlin	TBD	TBD	DOI	DOI

Information Technology Towers: General Oversight: Steve Fisher

Quality Assurance	Operations & Maintenance	System Hardening	Fast Follow	External Interfaces	Requirements
TBD	TBD	TBD	TBD	Sandra Chamberlin	TBD

We are in the process of assigning staff to one or more towers. The more staff that are allocated, the less time those individuals will need to dedicate to the Exchange. It is our hope that these resources can transition back to their original duties once the plan of action for each tower is in place. The oversight of the plans of action will be performed by Exchange staff as designated by the Interim Executive Director.

The Interim Management Team will report back to the Executive Director a report of concerns or actions required for each tower. The Executive Director will provide a report to the Board of the progress of each tower.

### **STATUS OF RECRUITMENT FOR EXECUTIVE DIRECTOR**

<b>Marketing / Outreach / Sourcing</b>	<b>Start</b>	<b>Duration</b>	<b>Notes</b>	<b>Cost</b>
<b>Reno Gazette Journal / CareerBuilder.com</b>	<b>03/11/14</b>	<b>30 days</b>	<b>RGJ and CareerBuilder.com Online. Includes a mini-email blast that will reach anyone in the area who has applied to similar position in the last 2 weeks.</b>	<b>\$460.90</b>
<b>Las Vegas Review Journal</b>	<b>03/12/14</b>	<b>30 days</b>	<b>Online classified posting</b>	<b>\$300.00</b>
<b>Monster.com</b>	<b>03/11/14</b>	<b>30 days</b>	<b>30 days Online</b>	<b>\$375.00</b>
<b>Insurance Journal</b>	<b>03/12/14</b>	<b>30 days</b>	<b>30 days Online</b>	<b>\$199.00</b>
<b>LinkedIn</b>	<b>03/11/14</b>	<b>NA</b>	<b>Posted link to announcement</b>	<b>\$0.00</b>
<b>Facebook</b>	<b>03/11/14</b>	<b>NA</b>	<b>Posted link to announcement</b>	<b>\$0.00</b>
<b>Twitter</b>	<b>03/11/14</b>	<b>NA</b>	<b>Posted link to announcement</b>	<b>\$0.00</b>
<b>National Academy for State Health Policy (NASHP)</b>	<b>03/11/14</b>	<b>1 Time / As Requested</b>	<b>No official recruitment process in place. Sent out notification and link to announcement over Exchanges listserv.</b>	<b>\$0.00</b>
<b>Inside Health Insurance Exchanges</b>			<b>Contact is looking into options to post in the brief section of Monthly Newsletter</b>	<b>\$0.00</b>
<b>Nevada Hospital Association</b>			<b>Left message to find out how to post</b>	<b>\$0.00</b>

### **UTILIZATION OF A RECRUITING AGENCY**

Staff reached out to David Nelson with MercerMorgan who is the recruiting agency currently retained to find an Executive Director for New Mexico. This agency would charge 25% of the positions salary requiring 1/3 payment up front. Another 1/3 payment would be due based on performance and the presentation of a short list of highly qualified and enthusiastic applicants. The balance would be due when one of the applicants who was introduced through the company is hired. Mr. Nelson mentioned the process would be more difficult in Nevada due to the lower salary range we provide an Executive Director versus other states.

Staff has received a proposal from Bob Murray & Associates for the recruitment of the Executive Director (Attachment 04A-Bob Murray Recruitment). This recruitment would cost \$17,500 plus expenses.

If the board were to utilize a recruitment agency such as MercerMorgan or Bob Murray and Associates, a contract to hire a recruitment agency would be required. Depending on the vendor's legal requirements, this contract development can take weeks. Additionally, the costs are quite high to utilize these services and funding would need to be repurposed from other sources within the Exchange.

**STATUS OF THE WEBSITE AND CALL CENTER**

Xerox has been reporting statistics on the website and call center for the past several weeks. While there is still considerable work to do, efforts to clean out the backlog of documentation and to increase enrollment have shown some improvements. The Statistics for the period from 10/1/13 through 3/8/14 are as follows:

Applications (individuals) started – 345,000 (16,000 applicants last week)

Eligibility Determinations (complete Single Streamlined Applications) – 297,897 (17,000 determinations last week)

Medicaid/CHIP – 133,484 (8,200 last week)

QHP w/ APTC – 64,252 (3,200 last week)

QHP w/o APTC – 36,440 (2,500 last week)

Not eligible – 63,721

Confirmed Plan Selections (Medicaid/CHIP numbers are individuals sent to DWSS for processing and do not include those who enrolled directly through Welfare) – 170,320

Medicaid – 100,199 (6,927 last week)

CHIP – 4,206 (211 last week)

QHP – 30,015 (1,282 last week)

Dental Plans – 35,900 (1,329 last week)

Enrolled (Paid; does not include those who have scheduled payments)

QHP – 20,930 (322 last week)

Dental Plans – 19,426 (260 last week)

Medical Enrolled by Carrier

Anthem Blue Cross Blue Shield – 2,197 (10.5%)

Anthem Blue Cross Blue Shield Multi-State – 266 (1.3%)

Health Plans of Nevada – 7,598 (36.3%)

Nevada Health CO-OP – 7,778 (37.2%)

Saint Marys HealthFirst – 3,091 (14.8%)

Enrolled by Service Area

Clark & Nye – 14,197 (67.8%)

Washoe – 4,532 (21.7%)

Carson City, Douglas, Lyon, Storey – 1,748 (8.4%)

Other – 453 (2.2%)

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Enrolled by Age (average age - 44.5)

0 to 17 – 1,629 (7.8%)  
18 to 34 – 4,283 (20.5%)  
35 to 44 – 3,259 (15.6%)  
45 to 54 – 4,106 (19.6%)  
55 to 64 – 6,869 (32.8%)  
65 and up – 784 (3.7%)

Website visits – 16.5 million (707,000 visits last week)

Unique visitors – 1,586,000 (72,000 visitors last week)

Call Center Operations

Calls Received – 221,187 (11,561 last week)  
Average Wait Time – 0:21:57 (0:02:06 last week)  
Abandonment Rate – 35.1% (6.7% last week)  
Average Call Time – 0:12:21 (0:11:48 last week)

**STATUS OF THE AUDIT**

In January, Health Claim Auditors began the first audit of Xerox. Although the focus audit is intended to concentrate on the first quarter (October 1 through December 31, 2013), the Exchange has requested that the final report include a synopsis of the current status of as many errors and issues that occurred throughout the first quarter have since been corrected and no longer exist. The audit team completed the on-site portion of the audit during the week of March 3rd and is due to fully complete the audit by March 24th. At that time, Xerox will be presented with the findings and will be provided an opportunity to dispute the results. The Exchange will be provided with the final report during the first week of April and the final results will be presented by HCA to the Board immediately following.

**MARKETING AND OUTREACH**

The marketing and outreach programs will continue through the end of open enrollment as planned. The consistent point is to drive awareness through advertising and outreach activities for the remainder of open enrollment, regardless of any technical issues with the enrollment portal. All marketing and outreach efforts have been fine-tuned to best reach the young invincible and young family segments.

**OUTREACH**

The pace of our outreach initiatives continues to be heavy as the end of open enrollment approaches.

Ongoing outreach activities, through March 31, include:

- Home and student visits (small group visits/network marketing-style), targeting young families and students
- School-based outreach initiative in Clark and Washoe Counties
- Door-to-Door canvassing, north and south
- Ongoing materials distribution to various partners including DMVs, Job Connect offices, churches, state- and community-based partners, etc.

As of March 11, the overall outreach program has exceeded its total touch points goal: 1,028,929 touch points to date, 461,989 of which were garnered through the Door-to-Door campaign (736,229 goal for Phase 3, October-March).

In addition, KPS3 is supporting the Ramirez Group and the SSHIX team in producing two enrollment events on Saturday, March 29: one in Las Vegas at the Cashman Center from 8 a.m.- 8 p.m. and one in Reno at TMCC from 8 a.m.-4 p.m. The goal is to encourage guests to gather free health-related information and resources, and to sit down with an enrollment assister and get signed up for coverage. Resources from Medicaid and Xerox have also been identified for onsite assistance. KPS3 is producing and circulating promotional materials (TV spots, radio spots, online banner ads, etc.) to advertise the event to members of our target population.

#### **ADVERTISING**

Media will continue to run through March 31 including TV, radio, out of home and digital (online banner ads and pre-roll video). Current messaging includes the March 31 deadline as a prominent call to action.

To recap the media campaign goals:

- Projected reach (defined as the percentage of individuals in our target audience who are reached with our message) for the entire length of the campaign (July15-March 31) is 90.8%. Through February 28, 2014, we have been successful in achieving 98.2%.
- Projected frequency (defined as how many times an individual in our target audience is presented with our message) for the length of the campaign is 25.3 times; through February 28, 2014, we have achieved 30.2 times, exceeding the original projection.
- Projected impressions for the length of the campaign is 95.07 million (including projected digital impressions at 30 million); through February 28, 2014, we have already over-achieved 126.8 million impressions.
- The campaign added value goal was \$825,000, and we have already garnered \$827,637 in added value through February 28, 2014.

The digital campaign has also proven fruitful with click through rates (CTRs) exceeding industry benchmarks on all accounts.

- From October 1, 2013 through March 2, 2014, 34 million impressions have been served.

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- The CTR remains strong at 0.15%; industry averages are 0.05%-0.06% CTR.
- The display portion of the campaign (banner ads on external sites) drove more than 50,100 clicks to the enrollment site.
- The pre-roll video portion of the campaign (commercials that play before viewing an online video) has garnered 2.6 million impressions, 1 million viewed minutes and 6,267 clicks to the website.

The paid advertising portion of the campaign also included placement on social sites YouTube.com and Pandora.com.

- For the two sites, from January 1-February 27, 2014, overall CTR is an astounding 0.49%.
- Specifically, YouTube CTR is 0.64% and Pandora CTR is 0.43% - these metrics are 12x and 8x the industry standard, respectively.

## **BOARD CALENDAR**

**Figure 1: Board Calendar (Subject to Change)**

Meeting Date	Description	Implementation Plan or Other Reference
March 13, 2014	Open Enrollment Report	
April 10, 2014	Open Enrollment Report	
	Set fees to be charged to QHPs in CY 2015	<a href="#">Regulation: Ex-03-A</a>
	Quarterly Financial and Consumer Outreach Reports	
June 12, 2014	Approve Fiscal and Operational Report	<a href="#">NRS 695I.370(1)(b)</a>
	Review strategic plan and Board Bylaws	
	Set priorities for Agency Request Budget	
August 14, 2014	Approve Agency Request Budget	
	Quarterly Financial and Consumer Outreach Reports	
October 9, 2014	Quarterly Financial and Consumer Outreach Reports	
November 13, 2014	Open Enrollment Report	
	Elect or reelect chair and vice chair	<a href="#">NRS 695I.320</a>
December 11, 2014	Open Enrollment Update	
	Review and approve the Fiscal Year 2014 audit of the Exchange's functions and operations	<a href="#">NRS 695I.370(1)(d)</a>
	Approve Fiscal and Operational Report	<a href="#">NRS 695I.370(1)(b)</a>
	Approve Activities of the Exchange Report	<a href="#">NRS 695I.370(1)(c)</a>

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Meeting Date	Description	Implementation Plan or Other Reference
January 8, 2015	Open Enrollment Report	
	Quarterly Financial and Consumer Outreach Reports	
February 12, 2015	Legislative update (4:00 pm via phone)	
February 26, 2015	Legislative update (4:00 pm via phone)	
March 12, 2015	Legislative update (4:00 pm via phone)	
March 26, 2015	Legislative update (4:00 pm via phone)	
April 9, 2015	Legislative update	
	Set fees to be charged to QHPs in CY 2016	<a href="#">Regulation: Ex-03-A</a>
	Review performance of the Executive Director	
	Quarterly Financial and Consumer Outreach Reports	
April 30, 2015	Legislative update (4:00 pm via phone)	
May 14, 2015	Legislative update (4:00 pm via phone)	
May 28, 2015	Legislative update (4:00 pm via phone)	
June 11, 2015	Legislative update	
	Approve Fiscal and Operational Report	<a href="#">NRS 695I.370(1)(b)</a>
July 9, 2015	Quarterly Financial and Consumer Outreach Reports	
October 8, 2015	Quarterly Financial and Consumer Outreach Reports	